



CITY OF NEW ORLEANS  
OFFICE OF POLICE SECONDARY EMPLOYMENT  
2016 ANNUAL REPORT



# PREFACE

This annual report serves not only to satisfy the specific requirements of paragraph 349 of the federal consent decree regarding the New Orleans Police Department, but also to offer a transparent overview for the public of the progress toward the city's reform objectives for the police secondary employment program. The data herein reflects all officers' secondary employment work managed through OPSE.



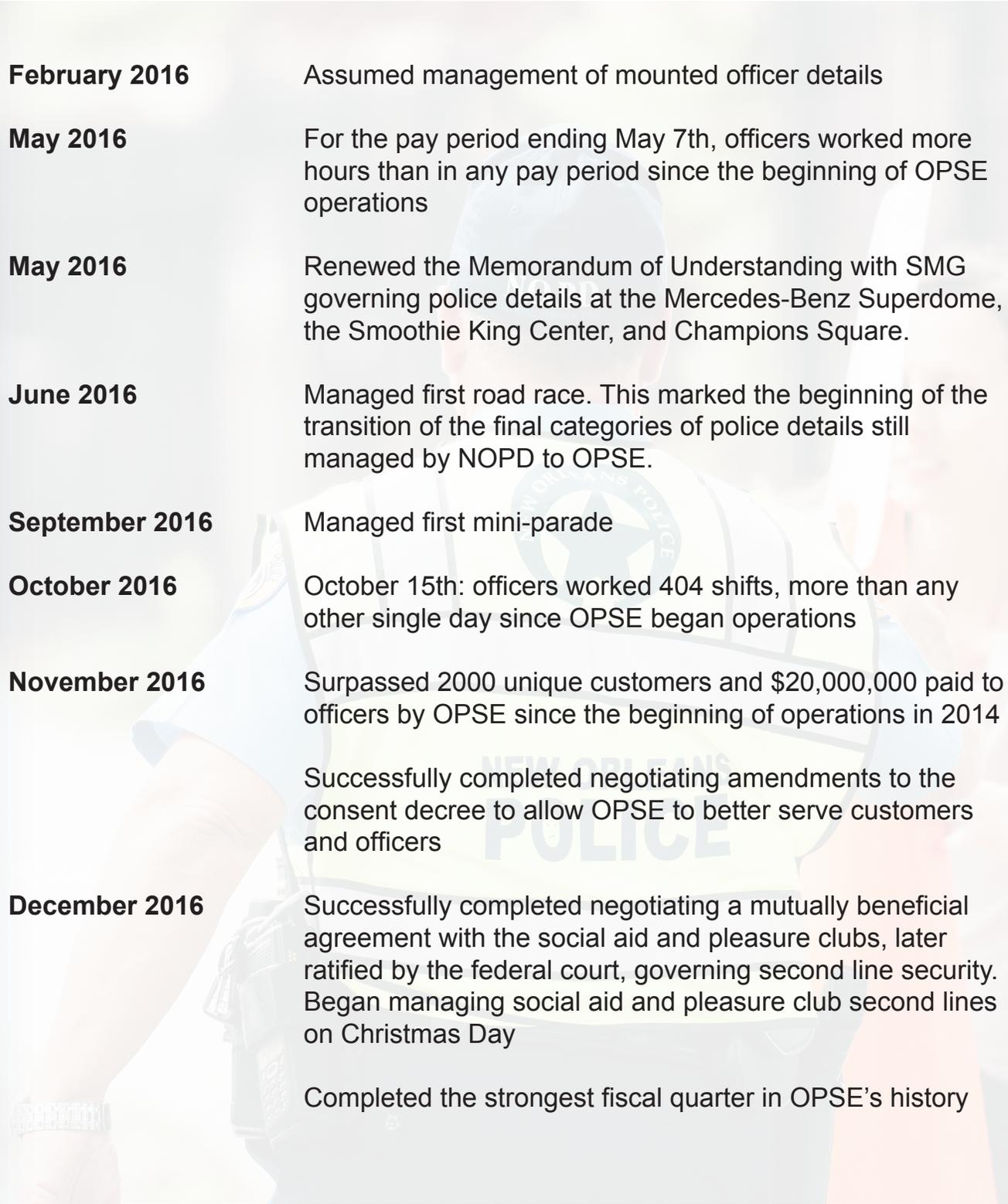
# INTRODUCTION

2016 was OPSE's biggest year yet. Having been singled out by the federal court overseeing police reform in New Orleans as the first tangible, sustained success of the federal consent decree, it was important in 2016 for us to continue the forward momentum while completing and consolidating the work we had accomplished. These efforts, and the great demand for NOPD officers' services, resulted in wide participation among police officers this year with more hours worked and more customers served. Clearly, the new police details system has taken root. While there are challenges still ahead, the many officers who have been able to work and the customers whom they have served are a testament to the real successes we continue to realize.

Getting to this point, however, meant having to put systems in place in 2013 and 2014 that had never been tried, as no city or police department had ever attempted such wholesale change to secondary employment. These systems were starting points—mechanisms to make progress quickly. We knew they would have to be modified as we learned through experience. So as 2016 began, we had already identified opportunities to change and improve many of our initial processes. Because, however, OPSE policy is approved by the court, we set a course to work with our partners in the NOPD, the consent decree monitor team, and the US Department of Justice (DOJ) to reveal the things that worked and the things that didn't. By year's end, we would finish assuming management for all types of police details, strengthen the foundation and framework of our organization, and continue our core business of helping officers and serving customers, thereby ensuring lasting success and stability of the program.



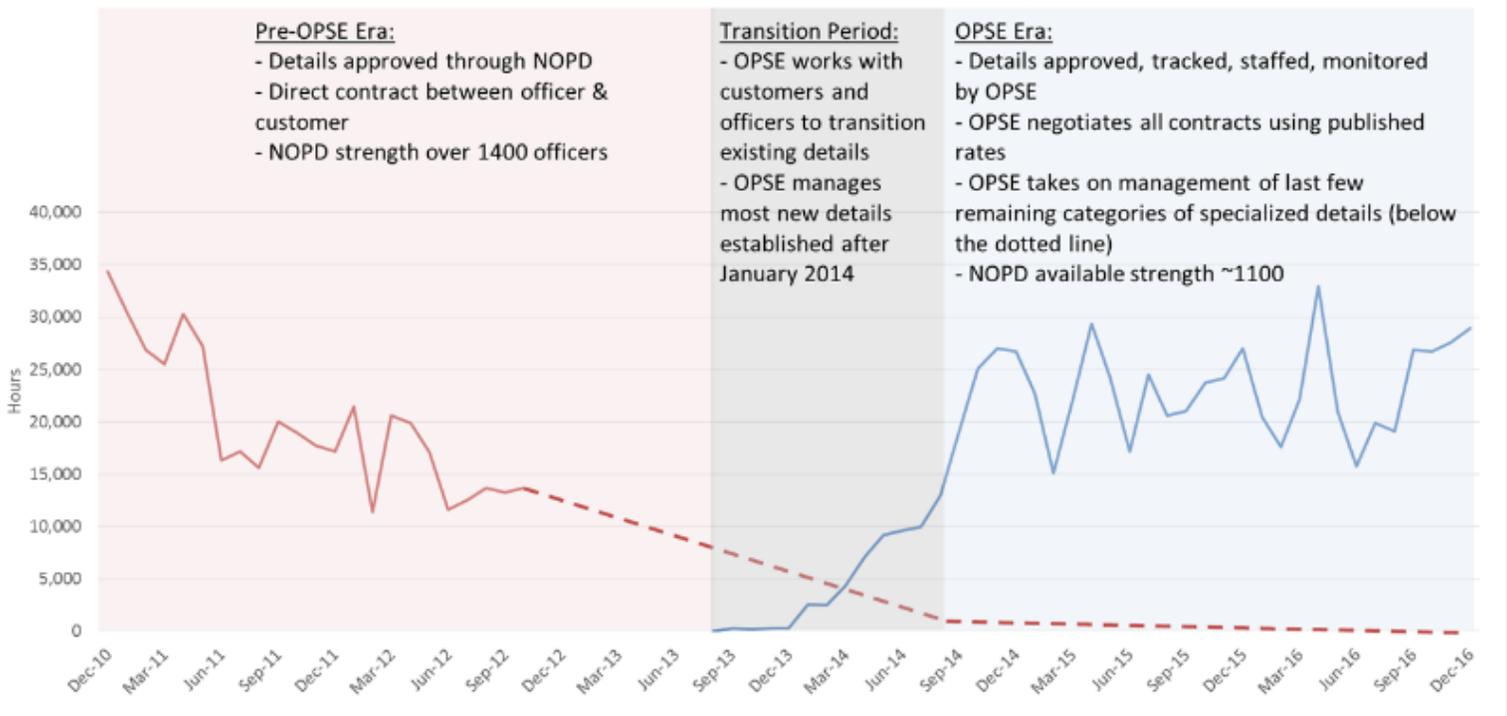
# 2016 MILESTONES

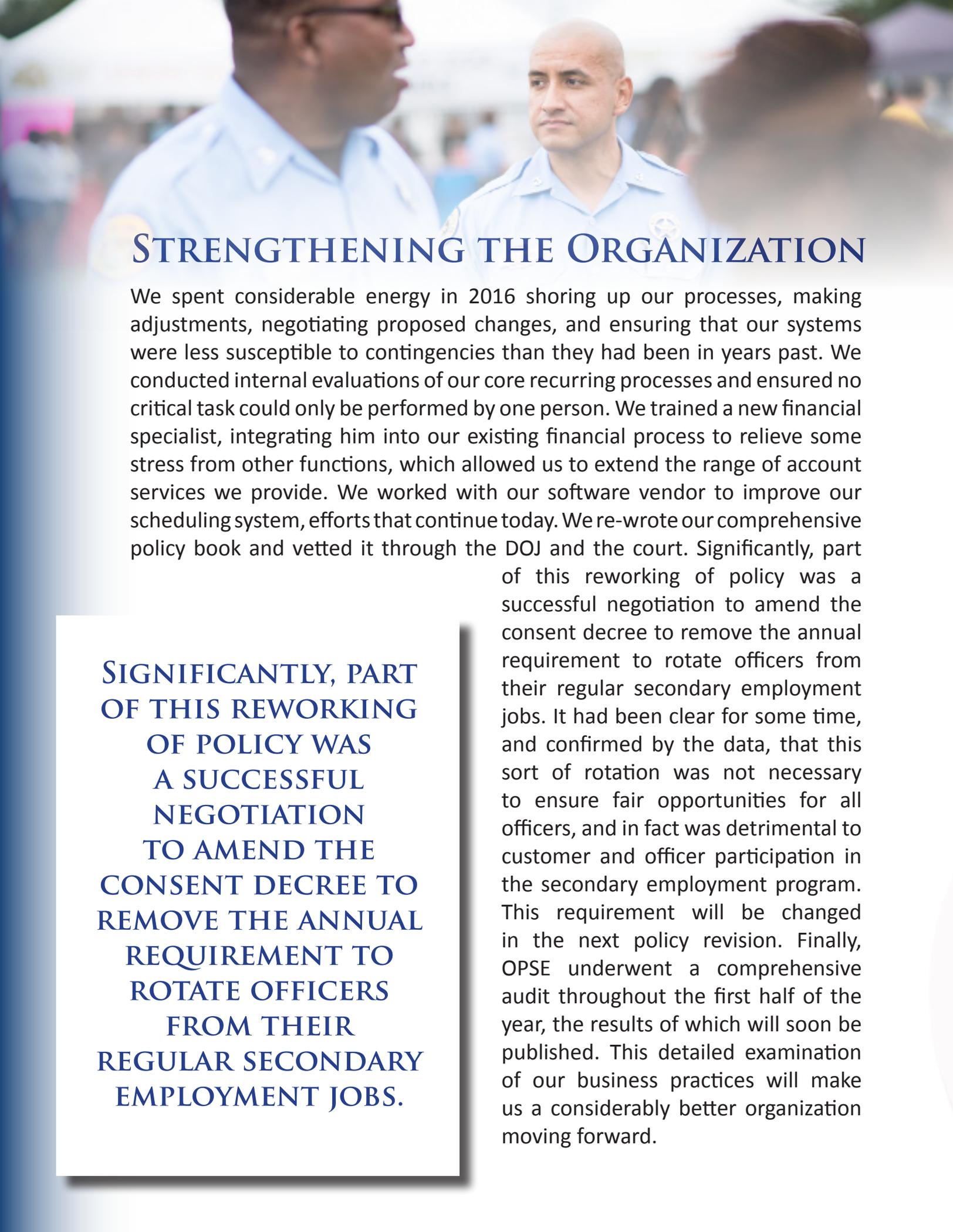
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- February 2016** Assumed management of mounted officer details
- May 2016** For the pay period ending May 7th, officers worked more hours than in any pay period since the beginning of OPSE operations
- May 2016** Renewed the Memorandum of Understanding with SMG governing police details at the Mercedes-Benz Superdome, the Smoothie King Center, and Champions Square.
- June 2016** Managed first road race. This marked the beginning of the transition of the final categories of police details still managed by NOPD to OPSE.
- September 2016** Managed first mini-parade
- October 2016** October 15th: officers worked 404 shifts, more than any other single day since OPSE began operations
- November 2016** Surpassed 2000 unique customers and \$20,000,000 paid to officers by OPSE since the beginning of operations in 2014
- Successfully completed negotiating amendments to the consent decree to allow OPSE to better serve customers and officers
- December 2016** Successfully completed negotiating a mutually beneficial agreement with the social aid and pleasure clubs, later ratified by the federal court, governing second line security. Began managing social aid and pleasure club second lines on Christmas Day
- Completed the strongest fiscal quarter in OPSE's history

# COMPLETING IMPLEMENTATION

Perhaps most important among our goals for the year was to finish the job we had started at the beginning of 2014 of taking under our management every type of police detail. In January, only a few remained: horse mounted details; permitted road races, parades, and mini-parades; and social aid and pleasure club second lines. By mid-year, we had assumed management of mounted work and races, and had begun the long process to enable the transition of the social aid and pleasure club second lines by the end of the year. In September, we began to assume from the NOPD Special Events Section management of parades and mini-parades. This proved very challenging because not only is the fall the “high season” for police details, but the number of permitted mini-parades has multiplied exponentially in recent years (visit the French Quarter on a sunny Saturday in October!). Nonetheless, working with local event promoters and the NOPD allowed us to fully achieve this objective by November. Finally, by December, we had conducted months of engagement with the social aid and pleasure clubs to reconcile existing court orders with new ones in a way that was acceptable to everyone. On Christmas Day we managed our first second line, and we continue to work to preserve this tradition that’s so important to our community.

Monthly Detail Hours Worked (through 2016)





## STRENGTHENING THE ORGANIZATION

We spent considerable energy in 2016 shoring up our processes, making adjustments, negotiating proposed changes, and ensuring that our systems were less susceptible to contingencies than they had been in years past. We conducted internal evaluations of our core recurring processes and ensured no critical task could only be performed by one person. We trained a new financial specialist, integrating him into our existing financial process to relieve some stress from other functions, which allowed us to extend the range of account services we provide. We worked with our software vendor to improve our scheduling system, efforts that continue today. We re-wrote our comprehensive policy book and vetted it through the DOJ and the court. Significantly, part

of this reworking of policy was a successful negotiation to amend the consent decree to remove the annual requirement to rotate officers from their regular secondary employment jobs. It had been clear for some time, and confirmed by the data, that this sort of rotation was not necessary to ensure fair opportunities for all officers, and in fact was detrimental to customer and officer participation in the secondary employment program. This requirement will be changed in the next policy revision. Finally, OPSE underwent a comprehensive audit throughout the first half of the year, the results of which will soon be published. This detailed examination of our business practices will make us a considerably better organization moving forward.

**SIGNIFICANTLY, PART OF THIS REWORKING OF POLICY WAS A SUCCESSFUL NEGOTIATION TO AMEND THE CONSENT DECREE TO REMOVE THE ANNUAL REQUIREMENT TO ROTATE OFFICERS FROM THEIR REGULAR SECONDARY EMPLOYMENT JOBS.**

# 279,020

SECONDARY EMPLOYMENT HOURS  
WORKED BY OFFICERS

that's like having

an **extra 1½ police districts** working in the community.

# \$10.7 Million

PAID TO OFFICERS THROUGH OPSE-MANAGED JOBS

that's an average of

more than **\$13,600** extra pay for each officer

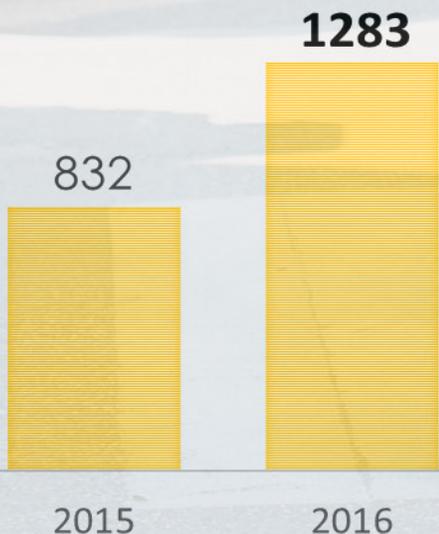
# 2016 YEAR IN STATS



## 2016 Net Promoter Score (Customer Satisfaction)



## Unique Customers Served



# \$81,678

NET COST TO THE TAXPAYER FOR OPSE

that's equivalent to

funding the NOPD for about **4.4 hours**



## HELPING OFFICERS

Police work is tough business. Officers work when the community needs them, whether that's on a Tuesday morning or a Saturday night. Schedules change on short notice. So when an officer wants to work secondary employment to supplement her income, flexibility is a necessity. OPSE is available to officers 24 hours a day, every day of the year, to help them work out schedule conflicts, answer questions about upcoming detail opportunities, discuss operational issues, clarify policy, and assist with technical or administrative issues. Helping officers manage their schedules, making it easy for them to comply with policy, and keeping their pay straight and timely is core business for us because it's important to officers. And officer participation is up for the third straight year. Now more than 80% of eligible officers work off-duty details. Still, in 2016 OPSE reached out to officers in the places they work to answer questions and explain the process in an effort to maximize officer participation. Before rollcalls on both the day and night shifts, at detail work sites, in the Academy, we visited officers wherever they were to invite them to maximize their off-duty work opportunities. We paid officers more than 12,000 times over the course of the year with accuracy and timeliness of over 99%. Officers have come to know that their pay from OPSE will be right and on time, and in the rare case when something goes wrong, it is resolved quickly.

# SERVING CUSTOMERS

Earning a customer's confidence begins with providing a valuable and reliable service at a good value, but this confidence is sustained by personal service. Customers recognize now more than ever that NOPD officers are the best trained, most experienced public safety officers in New Orleans. But perhaps most importantly, they are connected to the communities in which they work. This is why the biggest events and companies in our city trust their security to NOPD officers: because nobody does it better. Providing personal, responsive service is at the heart of why we served nearly 1300 customers in 2016, an increase of better than 50% compared to the year before. Customers have a place to call 24 hours a day, seven days a week, and they don't get a call center on the end of the line. Our coordinators live and work in New Orleans. We are your neighbors. We know you by name, no matter if you are the security director for a multinational corporation or just Mrs. Braud in Gentilly organizing a birthday party for her granddaughter. We will guide you through the steps of requesting, confirming, managing, and paying for a police detail, and you'll get the same person on the phone every time to make sure you're taken care of. That's how it's done in New Orleans.

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**WORKING WITH THIS OFFICE WAS AWESOME AND HIRING  
NOPD OFFICERS WAS A BONUS. THIS WAS A FAST AND  
EASY SYSTEM.**

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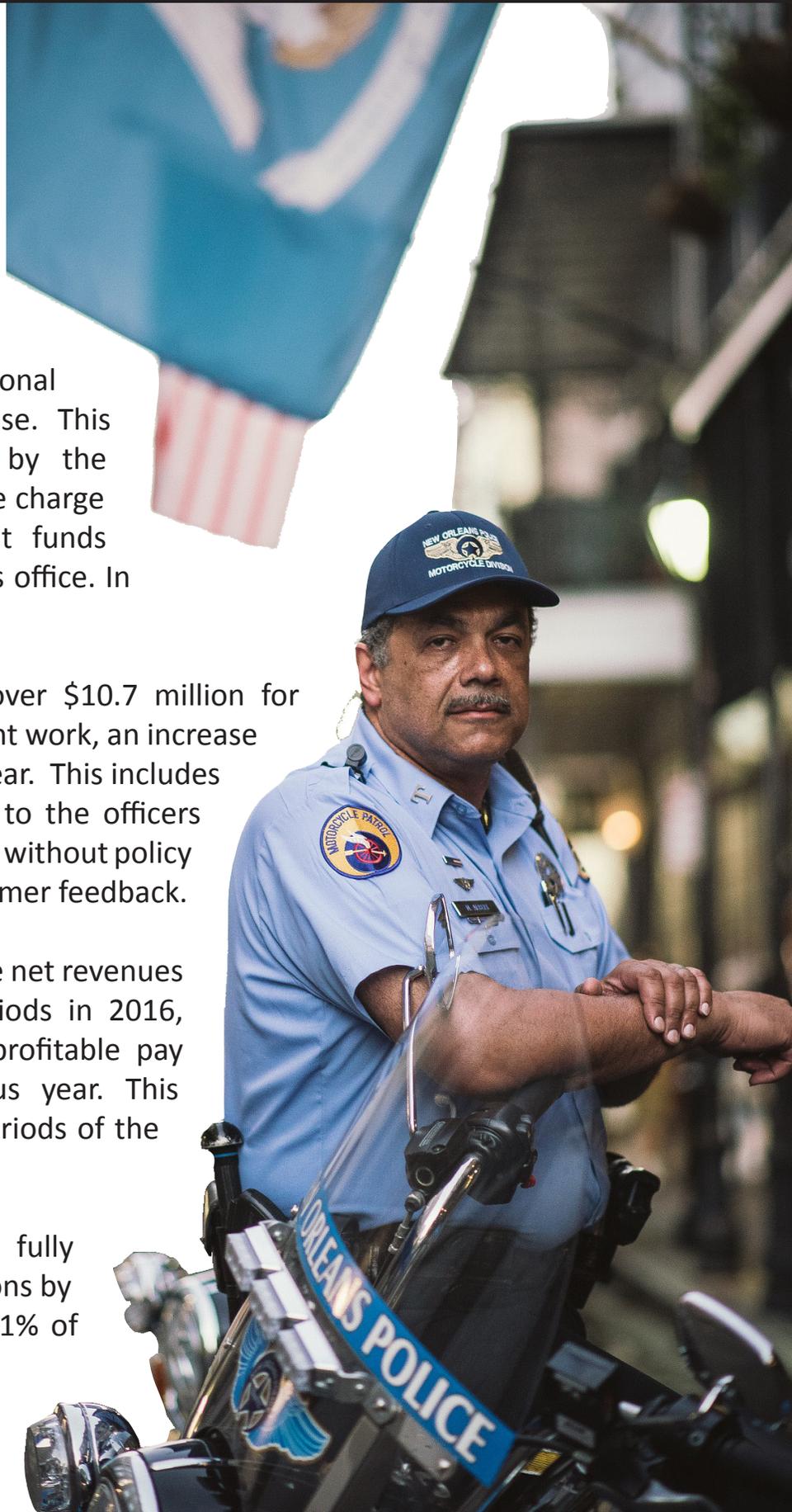
**-HANNAH PURDUE, MARDI GRAS WORLD**



# MANAGING FINANCES

While the staff of OPSE may be civil servants—and we do—we embrace our privilege of serving the citizens of our city—we operate like a small business. We do this so that the taxpayers of New Orleans do not have to bear the cost of an optional service they might not use. This is by design, mandated by the consent decree in 2013. We charge an administrative fee that funds the expense of running this office. In 2016, to that end:

- Officers were paid over \$10.7 million for their secondary employment work, an increase of 13% over the previous year. This includes \$165,227 in bonuses paid to the officers who worked the most hours without policy violations or negative customer feedback.
- OPSE realized positive net revenues for 10 of the 27 pay periods in 2016, doubling the number of profitable pay periods from the previous year. This includes the last six pay periods of the year.
- We fell short of fully funding the cost of operations by just \$81,678, or less than 1% of gross revenues.



# CONSENT DECREE REQUIRED DATA

This data satisfies the requirement to annually release to the public the below information in accordance with consent decree paragraph 349. All data is for the one-year period of 1 January through 31 December 2016:

Among All Officers Who Worked Secondary Employment, Average Number of Hours Worked Under OPSE Management January - December 2016 By Bureau/District/Division and Rank											
NOPD Bureau/District/Division	Commander	Major	Captain	Lieutenant	Sergeant	PO IV	PO III	PO II	PO I	Field Recruit	Civilian
1st District	99			463	291	308	133	84	124	211	113
2nd District	384			801	455	252	210	54	339	127	
3rd District	65			269	258	398	351	367	303	188	
4th District	192			359	329	391	464	6	162	118	
5th District	149			495	738	456	536	132	194	39	
6th District	97			132	367	476	285	74	188	66	
7th District				228	272	317	167	392	336	117	
8th District	139			380	446	391	410	671	266	85	231
Special Operations Division	766			581	529	380	242		197		
Reserve Division			271	248	552	293	204		228		
Field Operations Bureau, Other		80	466	996	495		941				21
Compliance Bureau	166			501	510	1306					
Public Integrity Bureau			141	125	396	560					
Investigation & Support Bureau	686		175	358	417	415	377	1032	283		
Management Services Bureau	735			526	560	488	97				92
Office of the Superintendent				11	582	413					42

Number of NOPD Officers Who Worked Secondary Employment Under OPSE Management January - December 2016 By Bureau/District/Division and Rank												
NOPD Bureau/District/Division	Commander	Major	Captain	Lieutenant	Sergeant	PO IV	PO III	PO II	PO I	Field Recruit	Civilian	Total by Unit
1st District	1			1	7	17	13	1	12	2	1	55
2nd District	1			4	11	24	9	1	9	4		63
3rd District	1			3	8	12	9	1	11	2		47
4th District	1			2	9	20	7	1	10	7		57
5th District	1			3	13	22	9	2	9	4		63
6th District	1			2	6	19	8	1	9	8		54
7th District				4	9	16	9	2	10	4		54
8th District	1			4	11	31	16	6	14	3	1	87
Special Operations Division	1			2	10	33	9		2			57
Reserve Division			3	1	9	3	1		24			41
Field Operations Bureau, Other		1	2	1	4		1				4	13
Compliance Bureau	1			2	4	1						8
Public Integrity Bureau			1	4	15	6						26
Investigation & Support Bureau	3		2	4	19	68	15	2	3			116
Management Services Bureau	1			2	8	14	1				8	34
Office of the Superintendent				2	3	8					4	17
<b>Total by Rank</b>	<b>13</b>	<b>1</b>	<b>8</b>	<b>41</b>	<b>146</b>	<b>294</b>	<b>107</b>	<b>17</b>	<b>113</b>	<b>34</b>	<b>18</b>	<b>792</b>

# CONSENT DECREE REQUIRED DATA

2016 Salaries of OPSE Employees		
Role	Class Title	Salary
Director	Unclassified	\$119,031
Deputy Director	Police Secondary Employment Administrator Assistant	\$81,999
Finance Specialist	Management Development Specialist I	\$45,169
Marketing Coordinator	Marketing Development Coordinator	\$63,960
Operations Supervisor	Police Secondary Employment Management Supervisor	\$76,109
Coordinator (Major Special Events)	Police Secondary Employment Coordinator Analyst II	\$39,388
Coordinator	Police Secondary Employment Coordinator Analyst II	\$39,893
Coordinator	Police Secondary Employment Coordinator Analyst II	\$39,893
Coordinator	Police Secondary Employment Coordinator Analyst II	\$37,959
Coordinator	Police Secondary Employment Coordinator Analyst II	\$37,959

2016 OPSE Operating Income					
	2016Q1	2016Q2	2016Q3	2016Q4	Total
Net Revenue	\$296,691	\$316,054	\$299,084	\$389,017	\$1,300,846
Office Operating Expenses	(\$256,739)	(\$225,285)	(\$250,107)	(\$243,110)	(\$975,241)
Customer Rebates	(\$54,053)	(\$76,136)	(\$52,732)	(\$59,136)	(\$242,056)
Officer Bonuses	(\$45,048)	(\$40,919)	(\$32,026)	(\$47,233)	(\$165,227)
Operating Income	<b>(\$59,150)</b>	<b>(\$26,286)</b>	<b>(\$35,780)</b>	<b>\$39,538</b>	<b>(\$81,678)</b>

2016 OPSE Administrative Operating Costs	
Personal Services (Payroll + Fringe)	\$905,626
Other Operating (Office Expenses)	\$69,615
Total	\$975,241

2016 OPSE Gross and Net Revenues	
Billed to Customer (Gross Revenues)	\$9,732,114
NOPD Employee Detail Pay (Cost of Services Sold)	(\$8,838,552)
Administrative Fee Income (Net Revenues)	\$893,562



# LOOKING AHEAD: STRATEGIC FOCUS IN 2017 & BEYOND

## **Achieve and sustain full compliance with the consent decree**

Using the results of a comprehensive audit of secondary employment conducted in 2016, OPSE will complete the work we have already begun to achieve and sustain full compliance with the federal consent decree. In doing so, we will lead the city as it makes good on the promise to create an environment of effective, constitutional policing for our citizens.

## **Strengthen organizational resiliency to ensure sustainability**

Having already fine-tuned our revenue model, we will finish the year covering all 2017 operating costs and will begin to recoup startup costs.

## **Maximize officer participation in order to meet the city's needs**

As the police department grows, we will make it easier and more attractive for officers to participate fully in the secondary employment program. By ensuring that officers can continue to supplement their incomes through their off-duty work, we will support NOPD's recruiting and retention goals and the cultural and economic development objectives of New Orleans.

## **Reduce the administrative burden on officers, customers, and ourselves**

We will continue to refine policy to ensure police secondary employment is administered with fairness, transparency, and efficiency. By developing and procuring software solutions, we will strip away some of the existing administrative burdens of participation, making officers' and customers' experiences easier and simpler.

## **Better serve customers and officers**

Customers and officers are why we exist. Through more personal, face-to-face interaction, we will sharpen our focus of service to them.

## **Share what we've learned**

In creating, setting up, and operating the city's secondary employment system, we have covered new ground that many police departments are only now beginning to tread. Through direct exchange and in professional learning communities, we will share with other cities what we've learned, advancing New Orleans' reputation as an innovation lab.